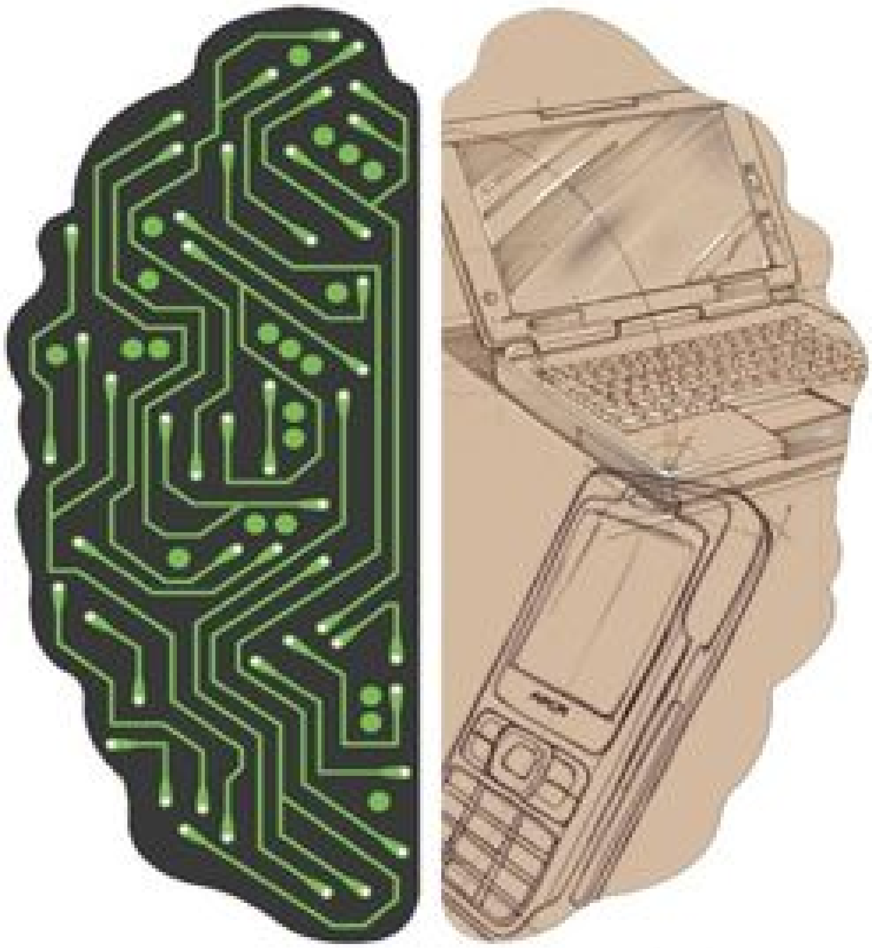
你认为苹果是一家电脑生产商么？
你认为微软还只是个卖操作系统的公司么？
你认为 Google 只是一家搜索公司么？



融合之道

解读IT与传统产业融合密码

磐石之心 著

融合关系到企业的发展模式，关系到企业的生死存亡。
融合是第三次“产业革命”大潮的推动者！互联网的蓬勃发展，
渗透到了传统产业，也让互联网变得无边界。

机械工业出版社
CHINA MACHINE PRESS

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融合时代
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第一章

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第二章

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[illegible]MP3[illegible]IT[illegible]LV[illegible]

[illegible]

3.1.1 [illegible]

[illegible]

[illegible]30[illegible]

[illegible] 1991 [illegible] 1991-2000 [illegible] 2000 [illegible]

[illegible] 1991 [illegible]

[illegible] 2000 [illegible] PC [illegible] IBM PC…… [illegible]

[illegible] HIPhone [illegible] iPhone [illegible] iPhone [illegible]

[illegible] iPhone [illegible]

[illegible]……[illegible]HiPhone[illegible]

[illegible]PC[illegible]

3.1.2 [illegible]

[illegible]

[illegible]+[illegible]

[illegible]

[illegible]Turn-key[illegible]

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3.2

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[illegible]iPhone[illegible]E71[illegible]9500[illegible]

[illegible]“[illegible]”[illegible]PC[illegible]Windows[illegible]office[illegible]iPhone[illegible]

[illegible]“[illegible]”[illegible]“[illegible]”[illegible]“[illegible]”[illegible]

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[illegible]SP[illegible]

[illegible]SP[illegible]“[illegible]”[illegible]

3.3 [illegible]

[illegible]2010[illegible]“[illegible]”[illegible]

[illegible]2010[illegible]3?15[illegible]SP[illegible]

[illegible]90[illegible]“[illegible]”[illegible]

5000[illegible]2000[illegible]2004[illegible]2008[illegible]

[illegible]30%[illegible]100[illegible]200[illegible]

[illegible]2000[illegible]

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[illegible]TCL[illegible]

3.4 [illegible]

[illegible]“[illegible]”[illegible]Android[illegible]Windows Phone[illegible]PC[illegible]“[illegible]+[illegible]”[illegible]

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3.4.1 [illegible]

[illegible]“[illegible]”[illegible]

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[illegible]2012[illegible]

3.4.2 [illegible]Apps[illegible]

[illegible]Apps[illegible]iPhone[illegible]2004[illegible]SP[illegible]

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[illegible]+[illegible]PC[illegible]PC[illegible]

[illegible]MTK[illegible]

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[illegible]Apps[illegible]

3.4.3 [illegible]

[illegible]Apps[illegible]3G[illegible]3G[illegible]

[illegible]EDGE[illegible]2.75G[illegible]SNS[illegible]

[illegible]touchwize[illegible]UI[illegible]

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3.5 CEO

OTA

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[illegible]Phone[illegible]Android[illegible]Phone[illegible]WCDMA[illegible]CDMA2000[illegible]Phone[illegible]

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[illegible] Android [illegible] Android [illegible] Android [illegible] LG [illegible]

3.8 Google[illegible]Android[illegible]

[illegible]HTC[illegible]

[illegible]Android Market[illegible]

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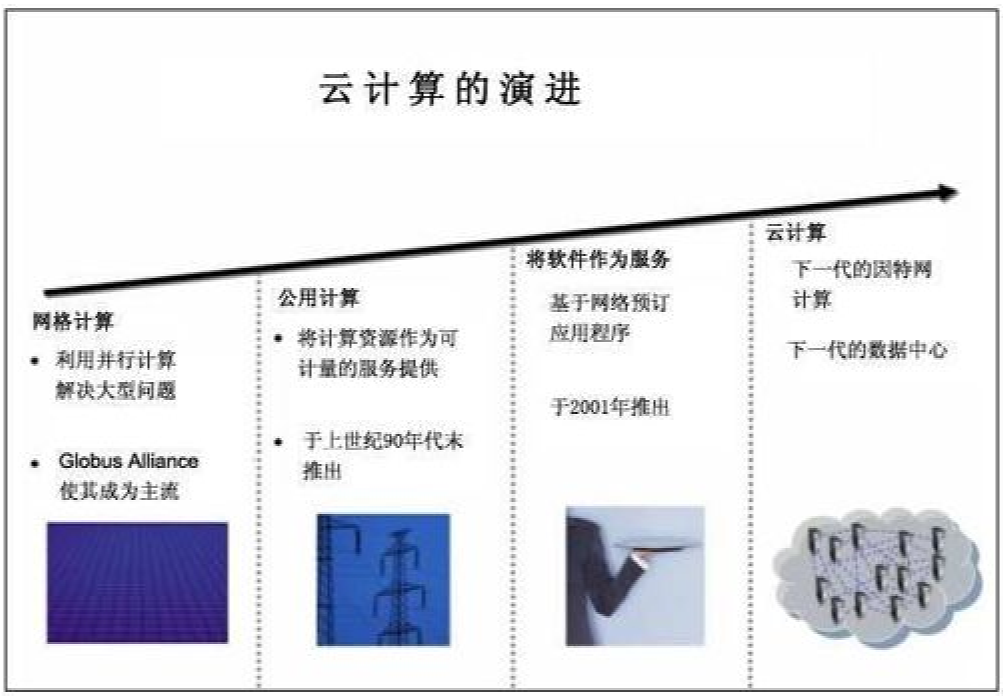
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5.10.1 CPU+GPU□□□□□

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5.10.2 □□Atom□□□□□□□□□□

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1080P□□□
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5.10.3 Fusion APU[illegible]

[illegible]Fusion APU[illegible]AMD[illegible]Bobcat[illegible]ARM[illegible]APU[illegible]NVIDIA[illegible]Atom[illegible]AMD[illegible]AMD[illegible]APU[illegible]

[illegible]AMD[illegible]PC[illegible]APU[illegible]PC[illegible]AMD[illegible]32[illegible]A[illegible]“Llano”[illegible]APU[illegible]APU[illegible]AMD[illegible]

5.11 [illegible]CEO[illegible]PC[illegible]

[illegible]PC[illegible]PC[illegible]

5.11.1 [illegible]

[illegible]2010[illegible]AMD[illegible]CEO[illegible]CEO[illegible]CEO[illegible]2009[illegible]

[illegible]Android[illegible]iPad[illegible]galaxytab[illegible]XOOM[illegible]Android[illegible]PC[illegible]

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5.11.2 PC[illegible]

[illegible]

Google[illegible]PC[illegible]

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[illegible]wintel[illegible]PC[illegible]PC[illegible]

[illegible]1.6G[illegible]

[illegible]Windows7[illegible],[illegible]

[illegible]PC[illegible]PC[illegible]

[illegible]PC[illegible]

AMD[illegible]PC[illegible]

[illegible]ARM[illegible]ios[illegible]Android[illegible]webos[illegible]

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[illegible]AMD[illegible]CEO[illegible]

[illegible]HTC[illegible]ARM[illegible]Android[illegible]

PC[illegible]

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5.11.3 [illegible]Android[illegible]

[illegible]PC[illegible]

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[illegible]iOS[illegible]A4[illegible]A5[illegible]

[illegible]HTC[illegible]

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[illegible]Android[illegible]

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5.11.4 [illegible]

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第六章

三网融合热潮下的客厅媒体革命

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6.1 [illegible]

[illegible]“[illegible]”[illegible]“[illegible]”[illegible]“[illegible]”[illegible]“[illegible]”[illegible]IP[illegible]

[illegible]“[illegible]”[illegible]“[illegible]”[illegible]

“[illegible]”[illegible]

[illegible]IPTV[illegible]APP Store[illegible]CMMB[illegible]……

[illegible]

[illegible]

6.2 [illegible]IPTV

IPTV[illegible]

IPTV[illegible]

[illegible]([illegible]DVD[illegible])[illegible]

[illegible]IP[illegible]

[illegible]IPTV[illegible]IP[illegible]DVD/VCD[illegible]

[illegible]IPTV[illegible]

[illegible]IPTV[illegible]

6.2.1 [illegible]

IPTV[illegible]MP-4[illegible]IP[illegible]IP[illegible]PC[illegible]

[illegible]HFC[illegible]VOD[illegible]VOD[illegible]VOD[illegible]MP-2TS[illegible]IPOVERDWDM[illegible]DVDIP[illegible]IPTV[illegible]VOD[illegible]HFC[illegible]DWDM[illegible]GAM[illegible]

6.2.2 [illegible]

IPTV[illegible]IP[illegible]Inter[illegible]

[illegible]HFC[illegible]CALBEMODEM[illegible]IP[illegible]IPTV[illegible]IPTV[illegible]IPTV[illegible]

6.2.3 □□□□

IPTV□□□□□□□□□□□□□□□□□□IPTV□□

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6.3 [illegible]

2010[illegible]6[illegible]8[illegible]6[illegible]15[illegible]6[illegible]28[illegible]IPTV[illegible]EPG[illegible]

[illegible]1998[illegible]12[illegible]12[illegible]

6.3.1 [illegible]

[illegible]IPTV[illegible]

[illegible]ARPU[illegible]APRU[illegible]IPTV[illegible]ARPU[illegible]

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[illegible]IPTV[illegible]IPTV[illegible]IPTV[illegible]12[illegible]24[illegible]IPTV[illegible]

[illegible]IPTV[illegible]“[illegible]”[illegible]IPTV[illegible]8M[illegible]2M[illegible]IPTV[illegible]

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6.3.2 [illegible]

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[illegible]

[illegible]

6.4 [illegible]

[illegible]2M[illegible]2M[illegible]“[illegible]”[illegible]

[illegible]ICP[illegible]

[illegible]“[illegible]”[illegible]IPTV[illegible]IPTV[illegible]IPTV[illegible]

[illegible]IPTV[illegible]CNTV[illegible]

[illegible]CNTV[illegible]6[illegible]“[illegible]”[illegible]

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TCL[illegible]“[illegible]”[illegible]

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6.5 [illegible]

[illegible]TCL[illegible]

[illegible]

[illegible]TCL[illegible]MiTV[illegible]“[illegible]”[illegible]“[illegible]”[illegible]“[illegible]”[illegible]“[illegible]OK”[illegible]“[illegible]”[illegible]“[illegible]”[illegible]

[illegible]TCL[illegible]TCL[illegible]“[illegible]”[illegible]“[illegible]”[illegible]“[illegible]”[illegible]“[illegible]OK”[illegible]“[illegible]TV”[illegible]TV[illegible]

[illegible]2006[illegible]“[illegible]”[illegible]USB[illegible]2007[illegible]K[illegible]“[illegible]TV”[illegible]

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[illegible]TCL[illegible]MiTV[illegible]TV[illegible]P2P[illegible]PPStream[illegible]

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6.6 [illegible]

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[illegible]CNTV[illegible]2010[illegible]3[illegible]CNTV([illegible])[illegible]

[illegible]TCL[illegible]TCL[illegible]CNTV[illegible]

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6.7 Google TV[illegible]

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[illegible]Google TV[illegible]

[illegible]Google TV[illegible]PC[illegible]Android[illegible]PC[illegible]PC[illegible]Google TV[illegible]

[illegible]Google TV[illegible]Android[illegible]PC[illegible]

[illegible]Google TV[illegible]CNTV[illegible]

[illegible]22[illegible]Google TV[illegible]Google TV[illegible]Google[illegible]Google[illegible]TV[illegible]

[illegible]5.6[illegible]Google TV[illegible]Google[illegible]Google TV[illegible]Google TV[illegible]LED[illegible]

[illegible]PC[illegible]PC[illegible]CPU[illegible]32[illegible]CPU[illegible]windows XP[illegible]windows vista[illegible]windows 7[illegible]iPad[illegible]Android[illegible]webos[illegible]

[illegible]Android[illegible]Android[illegible]

[illegible]Google TV[illegible]Apple TV[illegible]Apple TV[illegible]mini[illegible]0.99[illegible]

[illegible]Google TV[illegible]

6.8 [illegible]

[illegible]PC[illegible]PC[illegible]3C[illegible]

6.8.1 [illegible]

[illegible]PC[illegible]“[illegible]”[illegible]3C[illegible]3C[illegible]

3C[illegible]LG[illegible]9[illegible]

[illegible]3C[illegible]“[illegible]”[illegible]TCL[illegible]TCL[illegible]8.5[illegible]2008[illegible]2009[illegible]TCL[illegible]2011[illegible]

[illegible]TCL[illegible]

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6.8.2 [illegible]

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[illegible]PC[illegible]--[illegible]3C[illegible]

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[illegible]3C[illegible]3C[illegible]

6.9 [illegible]2011[illegible]CES[illegible]

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Platform□□□□□□□□□□□□□□□□□□□□□TV Apps□□□□Puzzle□winesound□sudoku□□□□□□□□□

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第七章

融合时代 运营商的互联网之道

2G[illegible]3G[illegible]50[illegible]OS[illegible]

7.1 □□□□SNS□□□□□□

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7.1.2 [illegible]

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7.1.3 [illegible]SNS[illegible]

[illegible]SNS[illegible]SNS[illegible]

[illegible]SNS[illegible]SNS[illegible]

[illegible]SNS[illegible]?[illegible]VIP[illegible]

[illegible]“[illegible]”[illegible]

7.2 139邮箱的社区化：从熟人到陌生人

社区化是邮箱业务发展的必然趋势，但鉴于邮箱已有的“私密”特性，单纯地将邮箱社区化的路走不通，国内外都有不少SNS（社交网络）以及IM（即时通讯）纷纷开展邮箱业务，但在用户体验上的社区化集成上仍然缺乏实质上的“打通”和整合。

社区以及通讯工具的本质都是人，邮箱作为沟通工具中最为成熟，同时也是使用基数最为庞大的种类，其本身就具备社区化的先天优势。作为国内邮箱业务的后来者，139邮箱巧妙地采取了“从熟人到陌生人的社区化”方式，迅速积累了超过4000万用户，同时也使得邮箱与SNS社区能够更加无缝地结合，从而产生相比传统邮箱更高的附加价值。

从熟人到陌生人，其巧妙之处在于邮箱作为与传统社交网络的“对接”点，由于邮件发送对象多是已有关系链，相对于社交网络相对“陌生”的网络关系，这条关系链更加确定，能够相对较好地保证邮箱的私密性，同时也更好地把握了邮箱的社区化方向。

从邮箱用户的关系链拓展到陌生人的“交友”关系链，实际上是一条用户自发性更强的社区化转变之路，凭借着通讯录、主要联系人、推荐好友、QQ好友等方式，用户能够通过熟人关系链轻松地扩展出更多的陌生人关系链。

目前，139邮箱所提供的社区化服务内容涵盖了社交关系、交友、分享、活动等方面的主要功能，以此为例，139邮箱的社区化服务首页设有“好友分享”、“活动”、“@我的”、“转发”等栏目，用户在首页就可以看到好友的动态，进而以139邮箱为中心产生互动。

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7.5.1 [illegible]Phone[illegible]

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第八章

360 行，行行可做电子商务

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8.4.1 B2C[illegible]C2C[illegible]

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8.4.2 B2C[illegible]

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8.4.3 [illegible]

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8.7 [illegible]

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8.7.1 [illegible]“[illegible]”[illegible]

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8.7.2 [illegible]

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8.7.3 [illegible]

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75.48% 64.31%

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8.9 [illegible]

2011[illegible]4[illegible]12[illegible]2010[illegible]B2C[illegible]TOP30[illegible]300[illegible]102[illegible]30[illegible]C2C[illegible]B2C[illegible]

2008[illegible]3[illegible]300[illegible]B2C[illegible]102[illegible]300[illegible]2010[illegible]249[illegible]B2C[illegible]

[illegible]B2C[illegible]

8.9.1 [illegible]

[illegible]“[illegible],[illegible],[illegible],[illegible],[illegible],[illegible],[illegible],[illegible]”

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[illegible]B2C[illegible]

8.9.2 [illegible]

[illegible]B2C[illegible]B2C[illegible]

2011[illegible]100[illegible]

[illegible]

8.9.3 [illegible]

[illegible]B2C[illegible]C2C[illegible]3C[illegible]

[illegible]33172[illegible]12340[illegible]5.2%[illegible]1.97%[illegible]

[illegible]

[illegible]

8.10 [illegible]

[illegible]C2C[illegible]B2C[illegible]

8.10.1 [illegible]

[illegible]10[illegible]

[illegible]B2C[illegible]“[illegible]”[illegible]

[illegible]“[illegible]”[illegible]

8.10.2 [illegible]

2004[illegible]C2C[illegible]B2C[illegible]

[illegible]5[illegible]“[illegible]C”[illegible]“[illegible]”[illegible]C2C[illegible]B2C[illegible]

[illegible]B2C[illegible]

8.10.3 [illegible]

[illegible]B2C[illegible]C2C[illegible]“[illegible]”[illegible]

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8.10.4 [illegible]

[illegible]10[illegible]

[illegible]“[illegible]50%[illegible]1/3[illegible]”[illegible]

8.10.5 [illegible]

[illegible]

[illegible]200[illegible]500[illegible]

[illegible]

[illegible]10[illegible]

8.10.6 [illegible]

[illegible]2011[illegible]100[illegible]UPS[illegible]……[illegible]2010[illegible]

[illegible]2010[illegible]102[illegible]102[illegible]70%[illegible]2013[illegible]400-500[illegible]

[illegible]22[illegible]“[illegible]”[illegible]

[illegible]

第九章

微博成了互联网” 万金油”

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9.1 [illegible]

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[illegible]Twitter[illegible]

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[illegible]

[illegible]Twitter[illegible]502[illegible]

[illegible]--[illegible]

9.2 [illegible]

[illegible]

[illegible]SNS[illegible]

[illegible]140[illegible]

[illegible]Email[illegible]163[illegible]126[illegible]hotmail[illegible]gmail[illegible]foxmail[illegible]QQmail[illegible]

[illegible]163[illegible]foxmail[illegible]foxmail[illegible]QQmail[illegible]163[illegible]

“ ” IM

QQ MSN UC POPO HI

web

Follow5 Fawave(Chrome)

Pony

MSN popo UC QQ QQ

9.3 [illegible]

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[illegible] 90 [illegible]

[illegible] 4 [illegible]

[illegible]SNS[illegible]
SNS[illegible]SNS[illegible]
SNS[illegible]SNS[illegible]IM[illegible]

[illegible]QQ[illegible]QQ[illegible]QQ[illegible]

[illegible]IM[illegible]

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9.4 [illegible]

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9.4.1 [illegible]

[illegible]1[illegible]5[illegible]

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9.4.2 [illegible]

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9.5 [illegible]

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[illegible]“I Wanna C U”[illegible]

[illegible]“I Wanna C U”[illegible]U8500[illegible]C8500[illegible]Android2.1[illegible]C[illegible]U[illegible]

[illegible]“I Wanna C U”[illegible]“I Wanna C U”[illegible]

[illegible]158[illegible]6[illegible]“[illegible]”[illegible]“[illegible]”[illegible]

[illegible]“[illegible]”[illegible]“I Wanna C U”[illegible]

[illegible]“I Wanna C U”[illegible]5[illegible]“I Wanna C U”[illegible]“I Wanna C U”[illegible]

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[illegible]BBS[illegible]SNS[illegible]

[illegible]“I Wanna C U”[illegible]

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9.6 [illegible]“[illegible]”[illegible]

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[illegible]“[illegible]2011[illegible]‘[illegible]’[illegible]”

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9.7 HR必须与核心高管共进退

据一份人力资源服务机构的调查数据显示：中国现在企业平均寿命是10年左右，而民营企业平均寿命只有几年。且每年约2万家企业倒闭，究其原因，很多企业都是核心人员不稳定、核心人员流失造成的。

这是一个非常不可思议的现象，那就是企业的顶级高管HR总监与CEO之间的关系，HR总监--作为人力资源部门的最高主管，一个几乎被视为企业的13号交易员，一个常常被人们想象中“守门人”的角色，一个“战略师”，而在实际组织运作中，很多企业老板不把人力资源总监当做核心高管团队一员，一个“局外人”，这种情况在国内民营企业中是非常常见的。

失踪的总监

在很多企业，HR总监这一职位就好像是在核心高管团队中“隐身”一般。一个奇怪的现象是在很多时候，作为“企业高管”的“人事主管”，他们被“边缘化”了，在一些组织中，公司高层会通过QQ等即时通讯方式进行沟通，而这个“人事主管”往往是最后一个知道消息的人。

还有一些公司Twitter，一些高管团队在决策上的沟通都会用“短信群发”的方式，人力资源总监“掉队”了，他只能从别的员工、或者在这些决策已经传遍公司之后，才能得到相关信息，这种现象非常普遍。

另外，人力资源负责人往往也面临着一个很尴尬的局面，那就是在一些“高层会议”中被排除在外，由于他们作为“人事主管”，他们的角色被边缘化为“执行人员”而非“战略伙伴”，因此，人力资源总监往往不能参与决策。

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[illegible]A[illegible]B[illegible]

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SP[illegible]KIK[illegible]QQ2011[illegible]SP[illegible]0.1Q[illegible]KIK[illegible]

[illegible]KIK[illegible]KIK[illegible]skype[illegible]

9.11 [illegible]OR[illegible]

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9.11.1 [illegible]

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[illegible]@Samuel_Lix:[illegible]:[illegible]web1.0[illegible]web2.0[illegible]

SP[illegible]@SP[illegible]@[illegible]

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9.11.2 [illegible]

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9.11.3 [illegible]

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[illegible]@[illegible]1.[illegible],[illegible]2.[illegible]3.[illegible]4.[illegible]5.[illegible]

@[illegible]06[illegible]Twitter[illegible]Facebook[illegible](4[illegible]16[illegible]12:07)@[illegible](4[illegible]16[illegible]08:59)

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第十章

团购网：一个不属于互联网的生意

[illegible]Groupon[illegible]“[illegible]”[illegible]

10.1 [illegible]

[illegible]2011[illegible]315[illegible]

[illegible]groupon[illegible]C2C[illegible]C2C[illegible]B2C[illegible]

[illegible]“[illegible]”[illegible]

[illegible]80[illegible]40[illegible]20[illegible]80[illegible]20[illegible]60[illegible]

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10.3 [illegible]“[illegible]”

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10.4.3 [illegible]

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10.5.1 “[illegible]”[illegible]

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10.5.2 [illegible]“[illegible]”[illegible]

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10.6　团购网站的商业模式与盈利方式分析

团购网站将是电子商务市场继FＦ之后又一个重要的发展方向，其商业模式和盈利方式正在受到越来越多的关注。本节将以美国团购网站为例，分析团购网站的商业模式与盈利方式，并对团购网站的“团购模式”进行深入的探讨。

“团购模式”中的“团”就是指在一定的时间内，集合一定数量的消费者，以较低的价格购买某种商品或服务。团购模式是B2C电子商务的一种，它与传统电子商务不同之处在于它是“线上线下相结合”的模式。目前国内外团购网站众多，其中以美国的Groupon最为成功，下面我们就以它为例进行具体的分析。

10.6.1　团购网站：新B2C模式

“每天一个团购,每天一个惊喜”，这是美国团购网站的口号，也是美国团购网站Groupon的核心理念。Groupon的商业模式非常简单，每天只推出一款团购产品，价格通常只是原价的几折，用户只要在规定的时间内凑够一定人数即可“成团”，否则团购取消，用户的钱将退回账户。

Groupon的盈利方式也非常简单，主要来自于佣金。Groupon与商家签订合作协议，通常商家需要将团购收入的30%-50%作为佣金给Groupon。对于商家而言，虽然通过团购获得的利润有限，但能带来大量的客户和宣传效果。而对于Groupon来说，只需要维护好网站和商家关系，就可以获得可观的佣金收入。

正是因为这种简单的商业模式和盈利方式，使得团购网站在短时间内迅速崛起。据统计，2010年Groupon的年收入就已经达到5.4亿美元，其中大部分来自于商家的佣金，约占30%-50%的比例。

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400[illegible]Groupon[illegible]

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[illegible]bShare[illegible]2011[illegible]4[illegible]5[illegible]QQ[illegible],[illegible]DNA[illegible]

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第十一章

互联网下个十年：融合与开放

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11.1 [illegible]

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11.2 [illegible]

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[illegible]APP Store[illegible]Android Market[illegible]

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